

THE
**FUTURE
OF
AMERICA'S
NATIONAL
PARKS**

First Annual
Centennial Strategy for

Chamizal National Memorial

August 2007

CENTENNIAL INITIATIVE



Site: CHAM

Year: 2007

Vision Statement

Chamizal National Memorial is committed to engage our partners and citizens of the United States and our neighbors to the south in Mexico, to become better aware of and appreciate the mission of the National Park Service and Chamizal National Memorial. We will actively engage with and inspire our bi-national partners as well as federal, regional, state, and local stakeholders to identify and implement ways to make parks more relevant and accessible to all groups and ethnicities in the 21st century. Through our outreach education programming we will expand our partnerships with local school districts, museums, and universities on both sides of the border to educate and develop high quality curriculum based programming that will introduce and engage young people and their families to the values inherent to preserving and expanding the national park system. By utilizing media and technology we can connect the next generation of citizen owners of our national parks to the cultural heritage shared by all of us. We will expand our volunteer opportunities and our Junior Ranger program and bilingual programming to reach the broadest possible audience to promote the awareness and stewardship of our natural and cultural resources as well as our natural and cultural heritage.

Chamizal National Memorial will promote a culture of management excellence and safety for all employees and visitors to reduce the number of employee lost-time incidents and visitor accidents. By annually hosting listening sessions with employees, partners, and citizens we can identify ways to improve our programming, enhance our recreational opportunities and improve our visitor and employee satisfaction. Chamizal National Memorial will engage our local friends group to identify and engage the broadest possible spectrum of partners and donors to help us achieve the goals of the park and the Centennial Initiative to develop a local, regional, and national philanthropic framework for national parks.

Park/ Superintendent/ Program Manager

Richard L harris

Site: CHAM

STEWARDSHIP

☒ Provide inspiring, safe, and accessible places for people to enjoy - the standard to which all other park systems aspire.

☒ Other Park/ Program performance goal(s)

Visitors, residents, and staff at Chamizal National Memorial seamlessly access park resources, downtown businesses, and cultural attractions in both El Paso and Ciudad Juarez through the planning and development pedestrian connections to the city's hiking and biking trails as well as through the promotion of access to our sister park across the US and Mexican border.

Infrastructure improvements will be made to museum exhibits and to hands-on discovery areas on the memorial grounds through xeriscaping and interpretive media to foster exceptional learning opportunities for students.

☐ The work described currently is supported by OFS and/ or PMIS

Site: CHAM

STEWARDSHIP

☒ Improve the condition of park resources and assets.

☒ Rehabilitate high-priority historic buildings to good condition, and help communities to preserve their history through programs like Preserve America.

Chamizal National Memorial will utilize strategic asset planning by incorporating the review of assets and the "industry standard assets" component of FMSS to conduct analyses and document the requirements for operating and sustaining our facilities and landscape. Incorporating and use of the Asset Priority Index for roads, trails, buildings, and water systems will allow the park to make more informed budget and programmatic decisions to put fiscal resources to their best use.

☐ The work described currently is supported by OFS and/ or PMIS

☒ Improve high-priority assets to acceptable condition, as measured by the Facility Condition Index.

Chamizal National Memorial will utilize strategic asset planning by incorporating the review of assets and the "industry standard assets" component of FMSS to conduct analyses and document the requirements for operating and sustaining our facilities and landscape. Incorporating and use of the Asset Priority Index for roads, trails, buildings, and water systems will allow the park to make more informed budget and programmatic decisions to put fiscal resources to their best use and to improve the condition of assets as measured by our FCI.

☐ The work described currently is supported by OFS and/ or PMIS

Site: CHAM

STEWARDSHIP

☒ Set the standard of excellence in urban park landscape design and maintenance.

☒ Other Park/ Program performance goal(s)

Chamizal National Memorial will develop a comprehensive landscape management plan that will incorporate a wastewater watering component as well as increase the number of acres dedicated to xeriscaping. Not only will this minimize the consumptive use of well water drawn from the aquifer, but it will incorporate large sections of native plantings that can be used as in interpretive/educational opportunity to educate visitors about desert landscapes and water conservation.

☐ The work described currently is supported by OFS and/ or PMIS

Site: CHAM

STEWARDSHIP

☒ Encourage children to be future conservationists.

☒ Other Park/ Program performance goal(s)

Chamizal National Memorial will continue environmental education efforts by designing curriculum-based education programs focused on preservation. In addition, programs will continue to educate students about the NPS mission and its role in preserving our nation's most important natural and cultural resources. Furthermore, we will partner with nearby NPS sites such as Guadalupe Mts. (GUMO) and Carlsbad Caverns (CAVE), as well as other regional conservation groups to provide in-depth environmental education programs to El Paso's urban population.

☐ The work described currently is supported by OFS and/ or PMIS

Site: CHAM

ENVIRONMENT

☒ Reduce environmental impacts of park operations.

☒ Reduce the environmental impacts of park operations on air and water quality.

Chamizal National Memorial will assure that all new construction and rehab work incorporates the best available technology for sustainable materials and design. We will reduce energy costs and minimize the use of groundwater in a desert environment by developing a plan to incorporate wastewater for landscape maintenance.

☐ The work described currently is supported by OFS and/ or PMIS

Site: CHAM

ENVIRONMENT

☒ Engage partners, communities, and visitors in shared environmental stewardship.

☒ Other Park/ Program performance goal(s)

Make our efforts to utilize wastewater and the incorporation of native desert landscaping an educational opportunity to engage partners, local citizens, volunteers, and visitors.

☐ The work described currently is supported by OFS and/ or PMIS

Site: CHAM

RECREATION

☒ Expand partnerships with schools and boys and girls associations to show how national park experiences can improve children's lives.

☒ Other Park/ Program performance goal(s)

Chamizal National Memorial will continue to strengthen partnership ties with community organizations that provide educational and leadership building programs to our area's youth. Partnership programs will include hosting on-site events which educate youth about Chamizal National Memorial and the National Park Service as a whole. Students will learn that not all National Park sites are remote wilderness areas, but also readily accessible in urban environments such as El Paso. Programs will highlight the diverse types of learning and recreational experiences that exist in National Parks.

☐ The work described currently is supported by OFS and/ or PMIS

Site: CHAM

RECREATION

☒ Focus national, regional, and local tourism efforts to reach diverse audiences and young people and to attract visitors to lesser-known parks.

☒ Increase the number of visitors that attend ranger-facilitated programs such as campfire talks, hikes, and school programs.

Chamizal National Memorial will strengthen promotion of its educational and interpretive programs through the use of teachers newsletters, website schedule of events, local community calendars, on/off-site interpretive programs and ranger visits. Programs will be conducted in English and Spanish.

☐ The work described currently is supported by OFS and/ or PMIS

Site: CHAM

EDUCATION

☒ Cooperate with educators to provide curriculum materials, high-quality programs, and park-based and online learning.

☒ Other Park/ Program performance goal(s)

Continue to develop and promote cross-curricular comprehensive education programs for grades pre-K through 12 which uses established State content-outcome standards. Develop pre- and post-site activities which enhance learning about the National Park Service and Chamizal National Memorial. Provide all curriculum units and activities on the nps.gov website.

We will continue a Teacher-Ranger-Teacher fellowship program for Texas and New Mexican teachers who will be engaged in summer interpretive programming and return to their classrooms in the fall with place-based activities/curriculum.

In addition, we will continue our outreach efforts to incorporate regional cultural and natural resource groups to further enhance the mission of Chamizal National Memorial, and the National Park Service.

☒ The work described currently is supported by OFS and/ or PMIS

Site: CHAM

EDUCATION

☒ Introduce young people and their families to national parks by using exciting media and technology.

☒ Increase the number of web hits through the introduction of advanced, interactive features that attract young people to national parks.

Develop and sustain a Web Rangers program by using current technology and routinely updating content. The Web Rangers program will be promoted by using printed and electronic materials that go out to educators and parents.

☒ The work described currently is supported by OFS and/ or PMIS

☒ Other Park/ Program performance goal(s)

In addition to other interpretive and education programs, we will utilize the Web Rangers program to further visitor understanding of Chamizal National Memorial and the National Park Service.

☒ The work described currently is supported by OFS and/ or PMIS

Site: CHAM

EDUCATION

☒ Promote life-long learning to connect generations through park experiences.

☒ Enroll an additional two million children in the Junior Ranger program.

Chamizal National Memorial will continue to promote its Junior Ranger programs (Web Rangers, printed booklets) to reach an audience between the ages of 5 and up. Promotion will be enhanced through the park's website, printed materials, calendar of event schedules, teacher electronic newsletters, and interpersonal communication.

☒ The work described currently is supported by OFS and/ or PMIS

☒ Other Park/ Program performance goal(s)

Design all interpretive onsite programs to meet the needs of multi-generational audiences. This will be done by taking into consideration physical abilities while engaging the groups in dynamic family vacation recreational and non-traditional learning experiences.

☐ The work described currently is supported by OFS and/ or PMIS

Site: CHAM

EDUCATION

☒ Impart to every American a sense of their citizen ownership of their national parks.

☒ Increase visitors' satisfaction, understanding, and appreciation of the parks they visit.

Enhance non-traditional learning and interpretive experiences of diverse audiences by providing opportunities for them to discover the park's relevance and form their own meaningful connections. These enhancements will be accomplish through the use of art exhibitions, cultural events, interpretive exhibits, and thematic theater programs.

☐ The work described currently is supported by OFS and/ or PMIS

Site: CHAM

PROFESSIONALISM

☒ Be one of the top 10 places to work in America.

☒ Meet 100 percent of diversity recruitment goals by employing people who reflect the face of America.

Chamizal National Memorial will continue to employ and share with other parks its successful diversity recruitment program to hire and retain employees that reflect the diversity of the face of America.

☐ The work described currently is supported by OFS and/ or PMIS

☒ Attain the highest employee satisfaction rate of all federal agencies, as measured by Office of Personnel Management surveys.

Evaluate annually employee satisfaction and assess performance on meeting employees professional development goals as well as assess how the park is meeting its own organizational goal targets and what employees are most in need of in the way of tools to accomplish these goals.

☐ The work described currently is supported by OFS and/ or PMIS

Site: CHAM

PROFESSIONALISM

☒ Use strategic planning to promote management excellence.

☒ Other Park/ Program performance goal(s)

Chamizal National Memorial through the development of its 2008-2012 strategic plan and subsequent annual performance plans will allocate its human and fiscal resources to best meet the core needs of the park. At the same time we will annually review our budget cost projection to assure that our park resources are being allocated in the most effective and efficient way to meet the goals of the park.

☐ The work described currently is supported by OFS and/ or PMIS

Site: CHAM

PROFESSIONALISM

☒ Promote a safety and health culture for all employees and visitors.

☒ Reduce the number of employee lost-time incidents and serious visitor injuries by 20 percent.

Reestablish a fully functional employee safety management system.
Incorporate into each job safety analysis a "lessons learned" from any accident or near miss.

☐ The work described currently is supported by OFS and/ or PMIS

☒ Other Park/ Program performance goal(s)

Continue to utilize the Executive Safety Committee to identify and correct safety problems. Instill an ethic of safety in all employees and have each program manager develop there own personal safety statement for their division.

☐ The work described currently is supported by OFS and/ or PMIS

Site: CHAM

PROFESSIONALISM

☒ Model what it means to work in partnership.

☒ Other Park/ Program performance goal(s)

Chamizal National Memorial is an urban park that strives to incorporate partners through the use of an active "friends group" to identify and enlist those partners and stakeholders in our planning and project development. We are also a model for international partnering with Mexico to better interpret and educate visitors on both sides of the border about the significance and relevance of our mission.

☐ The work described currently is supported by OFS and/ or PMIS